



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

BACHELOR OF BUSINESS AND OFFICE MANAGEMENT

BOM 4401: CHANGE MANAGEMENT

SPECIAL/SUPPLEMENTARY EXAMINATION

SERIES: JULY 2025

TIME: 2 HOURS

DATE: *Pick Date* JULY 2025

Instructions to Candidates

You should have the following for this examination

Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions.

Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

- a) Describe the ADKAR model of change management and explain the significance of each of its five stages. (10 marks)
- b) Explain the external causes of organizational change and how they influence an organization's need to adapt and innovate. (10 marks)
- c) Discuss the different levels of change within an organization and provide examples for each. (10 marks)

Question TWO

- a) Discuss the benefits of resistance to change in an organization and its contribution to more effective change management. (10 marks)

- b) Explain the McKinsey 7-S model of change management. (10 marks)

Question THREE

- a) Describe the five phases the Satir Change Model and explain when it is most suitable to apply this model. (10 marks)
- b) Discuss the key characteristics of Organizational Development (OD). (10 marks)

Question FOUR

- a) Explain the four stages of the Organizational Development (OD) process model. (10 marks)
- b) Discuss how learning organizations can foster a positive mental mindset and encourage risk-taking to support innovation and growth. Provide examples of how these practices can contribute to organizational success. (10 marks)

Question FIVE

- a) Highlight any FIVE symptoms of resistance to change by employees in an organization. (10 marks)
- b) Discuss the Kübler-Ross change curve model. (10 marks)